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NATIONAL INTELLIGENCE AUTHORITY

under the HISTORICAL REVIEW PROGRAM.

Date 6/27/91 HRP 89-2

\* Subject to The National Intelligence Authority is being estab-  
lished pursuant to a letter from the President, dated 20

September 1945, directing the Secretary of State to "take  
the lead in developing a comprehensive and coordinated  
foreign intelligence program for all Federal Agencies con-  
cerned with that type of activity.....through the creation  
of an inter-departmental group, heading up under the State  
Department, which would formulate plans for [the President's]  
approval."

The National Intelligence Authority will perform  
the following functions:

- a. The determination and collation of national  
intelligence and security objectives and require-  
ments, including those of all Departments and  
Agencies.
- b. The determination of the most efficient and  
effective means, in terms of actual operations,  
for accomplishing those objectives and meeting  
those requirements.
- c. The assignment, through a series of specific  
operating plans, of operating responsibilities to  
the various departments, based upon the general  
responsibilities of each department and the extent  
and effectiveness of its intelligence facilities.

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- d. The continuous review of the adequacy and economy of the total intelligence and the total security programs of the Government.
- e. The establishment and direction of centralized intelligence or security operations when such operations cannot be performed effectively by existing departmental agencies but must be performed centrally for reasons of national policy or because they involve the partial contribution of many agencies.
- f. The development of plans, legislation, and other instruments as needed or in readiness for the adjustment of the intelligence or security programs in the event of emergency or other changed conditions.
- g. Such other responsibilities as are required to develop comprehensive and coordinated foreign intelligence and security programs for all Federal agencies concerned with those types of activity.

The membership of the National Intelligence Authority will consist of the Secretary of State as Chairman, and of the Secretaries of War and Navy. The Treasury Department and the Department of Justice will be represented in the Authority whenever matters of internal security and security intelligence are considered. The Authority will, therefore, consist

of a different membership when considering matters in the specialized field of internal security as compared with the basic membership which will consider matters in the broad field of foreign intelligence. The heads of other Departments or Agencies may be invited to participate in the consideration of matters of particular interest to them.

The Authority will be served by a Secretariat, consisting of (1) an Executive Secretary (who will be the Special Assistant to the Secretary of State for Research and Intelligence), (2) two Deputy Secretaries appointed by the Chairman, (3) Assistant Secretaries approved by the Authority on the recommendation of the Executive Secretary, and (4) a secretarial staff appointed by the Executive Secretary either from personnel of the Department of State or by detail from other participating agencies. The staff of Assistant Secretaries may be augmented, on approval of the Authority, by detail on loan of personnel from agencies other than those represented on the Authority. All members of the Secretariat, except the Executive Secretary, will normally have no other duties. Administrative services, other than the pay of personnel detailed or loaned from other agencies, will be furnished by the Department of State.

The Authority, upon recommendation of the Executive Secretary, will establish Committees, each of which will

cover a major subject, area or kind of operation within the purview of the Authority. Those Committees will be the primary means by which the Authority will carry out its mission. Each Committee will consist of an Assistant Secretary as Chairman, and of specially qualified representatives from all agencies interested (either as customer or contributor) in the subject, area or kind of operation covered by the Committee. Administrative and secretarial services for each Committee will be furnished by the Executive Secretary.

DEPARTMENT OF STATE  
SECRETARIAT OF THE NATIONAL  
INTELLIGENCE AUTHORITY

FUNCTIONS:

Under the supervision and direction of the <sup>Director of Central Intelligence</sup> ~~Executive~~ Secretary, the Secretariat will have the following functions:

- a. Plan the Authority's <sup>coordination</sup> program and, upon approval of the program by the Authority, serve as the executive for carrying it out.
- b. Direct and coordinate the activities of the Committees, serve as their Chairmen, and be responsible for the effective conduct of the Committees' affairs.
- c. Present recommendations and plans to the Authority for decision.
- d. Develop the document procedure and all other procedures of the ~~Authority or Committee~~ <sup>Committees</sup>.
- e. Maintain the document files of the ~~Authority~~ <sup>Committees</sup>, including all correspondence, agenda, minutes, study sheets, decisions, directives, operating plans and manuals.
- f. Provide the ~~Authority and~~ Committees with secretarial service.
- g. Provide other necessary services to the ~~Authority~~ <sup>Committees</sup>.

*Secretariat will be headed by an*  
~~The Executive Secretary, who will be the Special~~  
*Executive Secretary who*  
~~Assistant to the Secretary of State for Intelligence~~  
and Research, will have under his supervision three  
sub-divisions headed by (1) a Deputy Secretary for In-  
telligence, (2) a Deputy Secretary for Security and (3)  
an Executive Officer. The separation of intelligence  
and security ~~is consistent with the different member-~~  
~~ship of the Authority in each case, and~~ is required  
by the different nature of the functions performed in  
each case.

DEPARTMENT OF STATE  
NATIONAL INTELLIGENCE AUTHORITY  
OFFICE OF THE EXECUTIVE OFFICER

FUNCTIONS:

The Executive Officer will be responsible for all administrative matters involving the <sup>Secretariat</sup> Authority, including the maintenance of personnel records and preparation of personnel reports to the various Departments and agencies having personnel on duty with the Authority, the provision of supplies and equipment, the maintenance of the Authority's Records Section, and the supervision of the Stenographic Pool. The immediate office of the Executive Officer will consist of the following:

Executive Officer	- 1	CAF-13
Secretary	- 1	CAF- 5

The Records Section will be responsible for maintaining the complete files of the <sup>National Intelligence</sup> Authority, <sup>and the Central Intelligence Group</sup> including all correspondence, agenda, minutes, study sheets, decisions, directives, operating plans and manuals. It will provide a filing service for the <sup>Director</sup> Executive Secretary, his Deputies, the ~~Committees~~ and authorized officials of the Departments and agencies participating in the affairs of the <sup>Group</sup> Authority. The Records Section will be constituted as follows:

Administrative Assistant	- 1	CAF-7
File Clerks	- 2	CAF-5
File Clerks	- 2	CAF-4
Clerks	- 7	CAF-3

DEPARTMENT OF STATE  
~~NATIONAL INTELLIGENCE AUTHORITY~~  
OFFICE OF THE DEPUTY SECRETARY FOR INTELLIGENCE  
CENTRAL INTELLIGENCE GROUP

FUNCTIONS:

The Deputy Secretary for Intelligence will be responsible to the Executive Secretary for the effective conduct of all coordinating activities in the broad field of <sup>positive</sup> foreign intelligence. Specifically, the Deputy Secretary for Intelligence, under the general supervision of the Executive Secretary will plan the <sup>groups</sup> Authority's <sup>coordination</sup> intelligence program and, upon approval of the program by the Authority, serve as the executive for carrying it out; develop the procedures of the intelligence Committees and direct and coordinate their activities; make arrangements for providing the Committees with secretarial services; and review the recommendations and plans of these Committees prior to presenting them to the Authority for decision.

Staff of Deputy Secretary for Intelligence:

The immediate staff of the Deputy Secretary for Intelligence will consist of the following personnel, and of a Control Section:

Deputy Secretary for Intelligence	1	CAF-15
Assistant Deputy Secretary for Intelligence	1	CAF-14
Secretaries	2	CAF- 5



The Control Section will be responsible for keeping ~~a record of the current work of the Authority in the field of intelligence;~~ for maintaining a record of the current affairs of all the intelligence Committees; for advising the Deputy Secretary for Intelligence as to the status of current affairs of the ~~Authority and Committees;~~ and as to any action required by him ~~or by the Authority;~~ and for preparing any papers required to execute the decisions of the Authority in the field of intelligence. <sup>coordination</sup> The Control Section will consist of the following:

Administrative Assistant	1	CAF-7
Clerk	1	CAF-5
Clerk	1	CAF-3

Intelligence Committees:

The Committees under the direct supervision of the Deputy Secretary for Intelligence will be the following:

- (1) Political Intelligence Committee
- (2) Economic Intelligence Committee
- (3) Military Intelligence Committee
- (4) Geographic Intelligence Committee
- (5) Sociological Intelligence Committee
- (6) Committee on Scientific and Technological Intelligence
- (7) Committee on Foreign Transportation and Communications
- (8) Committee on Acquisition of Foreign Library Materials
- (9) Biographical Records Committee
- (10) Committee on Recruitment and Training
- (11) Intelligence Standardization Committee

Details of Committee Operations

Each Committee will organize sub-committees composed of personnel detailed from agencies concerned (either as con-

tributors or consumers) with particular problems. The size and duration of each sub-committee will vary with the nature of the problem of concern to the sub-committee. Some of the sub-committees will be permanent or semi-permanent (although their membership will change from time to time), for example:

The Economic Intelligence Committee may have permanent or semi-permanent sub-committees to cover at least such subjects as:

- Petroleum
- Fiscal Affairs
- Agriculture
- Mineral Resources
- Heavy Industries

The Military Intelligence Committee may have permanent or semi-permanent sub-committees to cover at least such subjects as:

- Ground Order of Battle
- Air Order of Battle
- Naval Order of Battle
- Military Geography
- Ground Technical Intelligence
- Air Technical Intelligence
- Naval Technical Intelligence
- Military Manpower and Mobilization Plans

Within the assigned subject, area or kind of operation, each Committee will perform the following functions:

- a. Develop a detailed statement in compiled and indexed form of the national requirements in its field of activity, including those of each department of interest.
- b. Determine the means, in terms of actual operations, for fulfilling those requirements.

- c. Develop, for submission to the Authority, proposed specific operating plans.
- d. Develop, for submission to the Authority, proposed plans, legislation and other instruments for the adjustment of operations in the event of emergency or other changed conditions.
- e. Serve as a continuing group responsible for maintaining a coordinated program and for reviewing its adequacy and economy of operation.
- f. Engage in other operations only as specifically directed by the <sup>Director of Central Intelligence</sup> Authority.

It is expected that the long-term work of each Committee will consist of forming and directing the work of sub-committees which will prepare detailed studies of specific matters. The need for the formation of such sub-committees will arise from several sources, for example: (1) an intelligence agency will be requested to meet an intelligence requirement which it alone cannot fulfill and for which no interdepartmental procedure has been developed by the appropriate Committee. The intelligence agency will then call upon the Committee for assistance. (2) In the course of its operations an intelligence agency will discover that it lacks a particular kind or kinds of information adequately to discharge its responsibilities. The agency will then call

upon the Committee for assistance. (3) In the course of its routine operations (as outlined below) a Committee will expose problems which call for the formation of subcommittees to develop recommended solutions.

In addition to functioning on matters submitted to it, each Committee will operate on its own initiative in a manner designed to insure the development and maintenance of a complete, coordinated program in the area with which it is concerned. To achieve that end the work program of a particular Committee may well be established along the following lines:

In establishing intelligence requirements the Committee, through appropriate subcommittees, would:

a. Make an initial survey, through personal contacts and review of documents such as legislation, Executive Orders, Departmental Orders and administrative instructions, to identify each governmental unit whose functions require intelligence on the subject, area or kind of operation covered by the Committee.

b. By means of detailed surveys of the operations of such units, establish the precise intelligence requirements of the units in terms of the content, frequency and number of copies of regular, recurring intelligence reports, and, as specifically as possible, the nature and frequency of the special intelligence

studies which will be required to meet those requirements.

In determining the means for fulfilling intelligence requirements and in developing proposed operating plans, the Committee, through its subcommittees, would:

a. Make an initial determination, through personal investigation and review of intelligence reports and studies, to identify each governmental unit capable of contributing toward the fulfillment of the intelligence requirements established by the Committee.

b. Make a detailed survey of the intelligence units so identified and develop a series of operating plans which specify in detail how the intelligence requirements of each unit of government are to be met. Each plan will state

- (1) How, where, and by whom information data will be collected.
- (2) How, where, and by whom the data will be correlated, evaluated, embodied in intelligence reports and studies and filed for future reference.
- (3) The content, frequency and number of copies of each regular, recurring intelligence report necessary to meet the particular requirements involved.

(4) The procedure and allocation of work in connection with special intelligence studies.

c. Clear each operating plan with the agencies who will be responsible for its execution and, on the basis of that clearance, prepare the necessary papers for submission to the Authority to put the plan into operation. Where agencies which should be responsible for an operation embodied in a plan lack facilities (funds, personnel, equipment, legislative authority, etc.) adequately to discharge their responsibilities, the Committee will assist them in securing such facilities.

d. Upon approval of an operating plan by the Authority, assist the agencies concerned in putting the plan into execution. The Committee may render such assistance by explaining the plan to the officials concerned with particular reference to the nature of the operations which require the intelligence and to the part other agencies will play in meeting the intelligence requirements; by advising on problems of organization and procedures growing out of the implementation of the plan, and by arranging for personal contacts and otherwise facilitating the development

of harmonious working relationships between the producers and consumers involved in the plan.

In maintaining a coordinated program and in reviewing its adequacy and economy of operation, the Committee, through its subcommittees, would:

- a. Establish and maintain a procedure for keeping abreast of changes in intelligence requirements by reviewing legislation, Executive Orders, Departmental Orders and administrative instructions, and other documents; by frequent personal contact with the key personnel of the units concerned, and by regular resurveys of the operations of those units.
- b. Establish and maintain a procedure for keeping currently informed of needs for changes in the plan which are the result of changes in the capabilities of the intelligence organizations concerned, for preventing action which would force an undesirable change in a plan.

Such a procedure would involve (1) The establishment of a series of reports to the Committee by the intelligence units covering the adequacy of the various facilities which affect their capabilities; (2) Regular resurveys of the operations of the agencies, (3) Regular reports from

consumers regarding their views on the adequacy of intelligence reports and studies prepared for them; and (4) Arrangements to review budget justifications and program justifications before departmental manpower control authorities of the intelligence units with a view toward heading off program changes which would either create duplication or eliminate activities considered essential by the Committee.

In developing proposed plans, legislation and other instruments for the adjustment of operations in the event of emergency or other changed conditions, the Committee, through its subcommittees, would:

a. Assemble material relating to intelligence operations and their successes and failures immediately before and during World War II, and develop a general statement on how intelligence should be conducted in the event of another emergency. Such material would include (1) historical reports prepared by the Military Intelligence Service, the Office of Naval Intelligence and the former Office of Strategic Services; (2) evidence adduced during the Congressional investigation of Pearl Harbor; (3) other available information on the subject.



b. Assemble material relating to the war-time experiences of intelligence agencies to serve as a basis of developing a detailed plan covering such matters as (1) personnel requirements (in terms of skills and numbers required) and the best sources and methods of recruiting, training and placing personnel; (2) communications requirements and the best methods of meeting such requirements; (3) space requirements, including housing, and the best solution to the problems involved; (4) equipment requirements and available sources of equipment; (5) physical security requirements and recommended solutions and (6) budgetary requirements. Materials on those subjects will be obtained by interviews of persons holding key positions in the intelligence and service agencies concerned and by reference to records in departmental personnel, budget and administrative service offices and in the Bureau of the Budget, records of testimony before Congressional Committees, and otherwise.

c. Prepare drafts of necessary legislation, Executive Orders, and departmental orders. Such drafts will be prepared after review of similar instruments of World

War II and after securing an evaluation of them from the officials whose intelligence work was affected by the instruments.

d. Review the entire plan in detail at regular intervals (at least every six months) and draft changes in the light of any changes which may have occurred in situations affecting the plan.

e. Furnish to each official of the Government whose activities would be affected by implementation of the plan a copy of the relevant portion of the plan and, subsequently, of changes in the plan. Meet with such officials to explain the plan and to secure their critical comments as a basis for possible amendment of the plan.

#### Composition of Committee

Each Committee will consist of a Chairman, provided on a full-time, long-term basis from the department or agency having primary responsibility or interest in the Committee's field of activity, and of full-time or part-time representatives from all other agencies having official responsibilities in that field. Each Chairman, who will be designated as an Assistant Secretary ~~of the Authority~~, will be responsible to the Deputy Secretary of

Intelligence for the effective conduct of the Committee's affairs. The chairman's ability to discharge that responsibility will result from the requisite combination of (1) his authoritative position as a representative of the agency having primary responsibility in the field, and (2) his position as a full-time official of the inter-departmental Authority. Under those circumstances, each Chairman will serve, in a major field of intelligence activity, as the individual who is responsible on a continuous and long-term basis for developing and subsequently ensuring the effective execution of a national program in which all interests are adequately represented, all resources are efficiently utilized, and the needs of the Government are promptly and fully met.

~~In accordance with the President's desire for State Department leadership and~~ <sup>the State</sup> ~~In view of that~~ Department's primary responsibility in the field of foreign affairs, the Chairmen of eight of the eleven Intelligence Committees (all except those dealing with Military Intelligence, Scientific and Technological Intelligence, and the Acquisition of Foreign Library Materials) will be provided by the Department of State.

The full-time personnel required by this commitment will consist of the following:

Chairmen	8	CAF-14
Assistant Chairmen	8	CAF-12
Secretaries	8	CAF- 5
Stenographers	8	CAF- 3

Justification for Positions Requested:

(a) Office of the Executive Secretary:

~~Since the Executive Secretary of the Authority will also be responsible for the intelligence activities within the Department of State,~~

The Deputy Secretary for Intelligence will be responsible for conducting the day-to-day affairs of the <sup>Group</sup> ~~Authority~~ in the field of intelligence <sup>coordination</sup>.

Duties of the Deputy Secretary will involve close liaison with, and frequent trips to, the responsible officials of the many departments and agencies participating in the ~~Authority's~~ programs, in addition to the direction and coordination of the activities of the intelligence Committees.

A responsible Assistant will, therefore, be required to act for each Deputy Secretary in his absence and to be responsible for supervising the day-to-day activities of the Committees. Each of these positions will involve voluminous correspondence with the participating departments and agencies and with Committees, requiring the services of a capable secretary.

(b) Control Section:

The Chief of the Control Section, in keeping the records of the Section, will set up and maintain an adequate follow-up procedure and will keep currently informed of the activities of the various committees. Record maintenance and correspondence will require the services of 2 clerks.

(c) Committees:

The position of Chairman of each committee will involve the preparation or review of voluminous reports and correspondence, and will also necessitate frequent contacts, personal and otherwise, with the agencies participating in the Committee's work. He should, therefore, have an assistant, who can act in his absence and also be principally responsible for supervising, and keeping a record of, the activities of numerous subcommittees and subordinate working groups and of the individual agencies involved in the activities which are the concern of the Committee. The Chairman should also have a secretary who will, with the assistance of a stenographer, handle his correspondence and maintain a current file of the Committee's work.

BUDGET SUMMARY

DEPARTMENT OF STATE  
NATIONAL INTELLIGENCE AUTHORITY

Deputy Secretary for Intelligence

Deputy Secretary for Intelligence	1	CAF-15	8,750
Asst. Deputy Secretary for Intell.	1	CAF-14	7,175
Secretary	2	CAF- 5	4,640
	<u>4</u>		<u>20,565</u>

Control Section

Administrative Assistant	1	CAF- 7	2,980
Clerk	1	CAF- 5	2,320
Clerk	1	CAF- 3	1,902
	<u>3</u>		<u>7,202</u>

Committees

Committee Chairmen	8	CAF-14	57,400
Asst. Committee Chairmen	8	CAF-12	41,440
Secretaries	8	CAF- 5	18,560
Stenographers	8	CAF- 3	15,216
	<u>32</u>		<u>132,616</u>

Totals	39		\$ 160,383
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DEPUTY SECRETARY FOR SECURITY

Deputy Secretary for Security	1	CAF-15	8,750
Asst. Deputy Secy. for Security	1	CAF-14	7,175
Secretary	2	CAF- 5	4,640
	<u>4</u>		<u>20,565</u>

Control Section

Administrative Asst.	1	CAF- 7	2,980
Clerk	1	CAF- 5	2,320
Clerk	1	CAF- 3	1,902
	<u>3</u>		<u>7,202</u>

Committees

Committee Chairmen	5	CAF-14	35,875
Asst. Committee Chairmen	5	CAF-12	25,900
Secretaries	5	CAF- 5	11,600
Stenographers	5	CAF- 3	9,510
	<u>20</u>		<u>82,885</u>

Totals	27		\$110,652
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EXECUTIVE OFFICER

Executive Officer	1	CAF-13/15	<del>6,230</del>
Secretary	1	CAF- 5	2,320
	2		<del>8,550</del>

Records Section

Administrative Assistant	1	CAF- 7	2,980
File Clerk	2	CAF- 5	4,640
File Clerk	2	CAF- 4	4,200
Clerk	7	CAF- 3	13,314
	12		<del>25,134</del>

Stenographic Pool

Administrative Assistant	1	CAF- 7	2,980
Conference Reporter	2	CAF- 6	5,300
Stenographer	2	CAF- 5	4,640
Stenographer	7	CAF- 3	13,314
	12		<del>26,234</del>

Totals	26		<del>50,918</del>
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RECAPITULATION

<u>Unit</u>	<u>Personnel</u>	<u>Annual Budget</u>
Deputy Secy. for Intell.	39	\$ 160,383
Deputy Secy. for Security	27	110,652
Executive Officer	<u>26</u>	<u><del>59,018</del></u>
Totals	92	\$ <del>330,015</del>